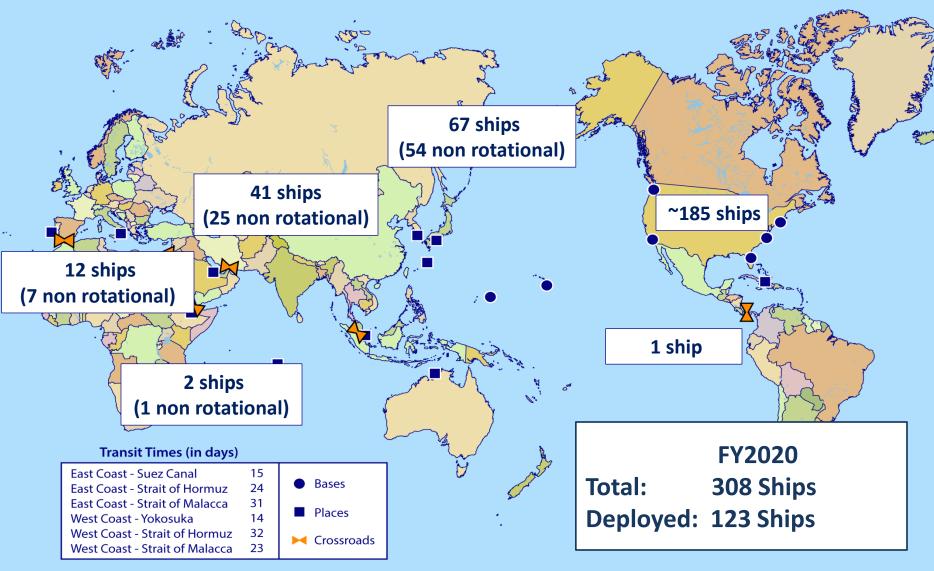




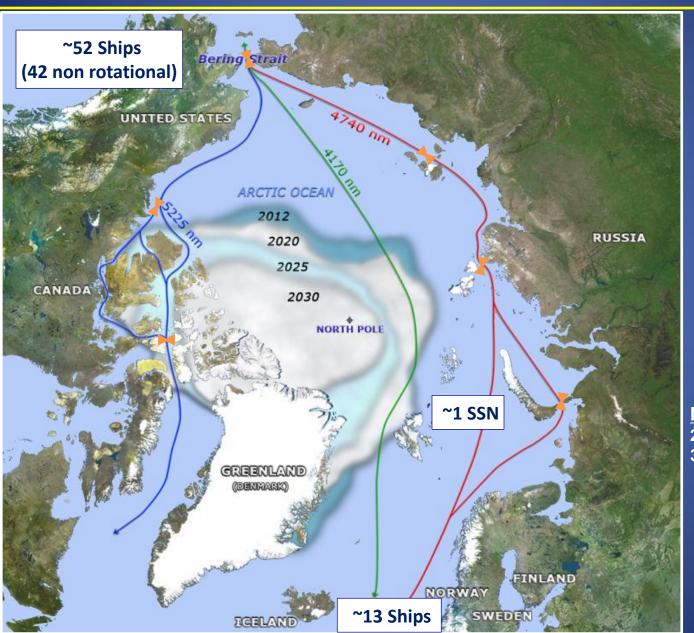
OPERATE FORWARD: Strategic Maritime Crossroads





OPERATE FORWARD:Strategic Maritime Crossroads

Arctic Ice Coverage



Sea Routes



Northern Sea Route 2025: 6 weeks open 41' controlling draft



Transpolar Route
2025: 2 weeks open
Deep ocean transit



Northwest Passage 2025: intermittently open 33' controlling draft



Crossroads

Sea route distances:
Distance from the
Bering Strait to
Rotterdam